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UNCTAD: On track for delivering on sustainable development

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I. Introduction

1. The purpose of the present note is to inform on the implementation of the workplan for enhancing the management and administration of UNCTAD and outline how, together with the initiatives launched by the UNCTAD Secretary-General in 2014, the organization is on track towards delivering better results against its mandates.

II. Chronology of events and decisions

2. The Conference at its thirteenth session in 2012 in Doha (UNCTAD XIII) decided that: (a) the Trade and Development Board would meet in a special session six weeks after the official circulation of the document entitled "Review of management and administration in the United Nations Conference on Trade and Development (UNCTAD)" (JIU/REP/2012/1) in all official languages of the United Nations, in order to address the report and its contents and decide on ways for follow-up and effective implementation of the Board's decisions; (b) the annual sessions of the Trade and Development Board would consider and evaluate the progress of the implementation of decisions on the report and take action, as appropriate; and (c) in that regard, the Trade and Development Board would report on progress at the next Conference.

3. At the twenty-sixth special session of the Trade and Development Board (15 and 20 June 2012, 6 July 2012), the Board requested the secretariat to draft a workplan for further improving the management and administration of UNCTAD for consideration by member States at the fifty-ninth session of the Trade and Development Board. The Board also clarified in the decision that the draft workplan should take into account (a) elements raised by member States at the special session, including implementation of an integrated results-based management framework, enhanced monitoring and evaluation capacity, enhanced outreach and communications including with the Geneva-based missions, enhanced coordination of activities internally and externally including through improved processes and procedures, equitable geographic and gender representation, transparent and effective human resources management, an effective fundraising strategy and the possibility of the establishment of a non-earmarked trust fund; (b) the Joint Inspection Unit report; and (c) the UNCTAD management response. The secretariat should also ensure that the workplan would not affect the programmes and resources required for the implementation of the Doha Mandate.

4. At the fifty-ninth session of the Trade and Development Board (17–28 September 2012), the Board issued a decision requesting the secretariat to enhance the management and administration of UNCTAD through the implementation of the workplan presented at the session and based on the Trade and Development Board's deliberations at its fifty-ninth session under agenda item 12. The Board also requested a comprehensive progress report on the implementation of the workplan at the sixtieth session, as well as updates before the session. At the sixtieth session, the Trade and Development Board considered the progress report, and the secretariat was requested to continue to enhance the management and administration of UNCTAD through the implementation of the workplan and to report back at the next session of the Board.

5. At the sixty-first session, the Secretary-General of UNCTAD expressed his conviction that positive change was good for the organization and reiterated his commitment to ensuring full implementation of the workplan. He also launched additional initiatives aimed at building a stronger UNCTAD.

6. Prior to the sessions of the Board, the secretariat occasionally provided updates to member States on the implementation of the workplan at the consultations of the President of the Trade and Development Board. Furthermore, bilateral meetings between the Secretary-General of UNCTAD and/or the Deputy Secretary-General with member State representatives and regional groups included briefings on progress made and plans for internal improvements.

III. UNCTAD: On track for delivering on sustainable development

A. Mainstreaming a focus on results: An integrated results-based management framework and enhanced monitoring and evaluation capacity

7. In the workplan endorsed by the Board, the secretariat undertook to reinforce its efforts on results-based management (RBM) through the preparation of a document outlining an improved and better-integrated RBM framework, followed by its operationalization. An RBM manual for technical cooperation with a focus on the design of UNCTAD projects and the use of extrabudgetary resources was also planned, in addition to conducting training on the guidelines, and tasking the UNCTAD Project Review Committee to ensure that all new project documents comply with a results-based approach.

8. The mainstreaming of RBM into the work of UNCTAD is one of the priorities of the Secretary-General of UNCTAD. He is committed to enhancing the focus on results in how the secretariat conducts its work as a means of promoting more effective delivery against UNCTAD's mandates. In this regard, several actions have been undertaken since 2012.

9. An RBM framework for UNCTAD was mapped out and issued in April 2013 that set out the building blocks for a more integrated RBM approach for the UNCTAD secretariat. A RBM manual for technical cooperation, focused on the design of UNCTAD projects and the use of extrabudgetary resources, was developed. The UNCTAD Project Review Committee is working to ensure that all new project documents comply with a results-based approach.

10. The Secretary-General announced in September 2014 the creation of a Results-based Management Coordination Group, which acts as the main driver of efforts in this direction. The Coordination Group is a working group under the authority of the senior management team and is tasked with (a) providing dedicated attention to RBM implementation within UNCTAD and (b) promoting the mainstreaming of RBM into daily managerial decision-making. The Coordination Group has adopted an ambitious agenda including a progressive revision of the logical frameworks of all subprogrammes, the introduction of common workplan formats and of guidelines for follow-up on the results of publications. In the last quarter of 2015, preparation of the 2018–2019 biennial programme plan will commence, and the secretariat expects to introduce improvements to the formulations of the logical frameworks of subprogrammes within the plan on the basis of the work of the Results-based Management Coordination Group.

11. A training session on RBM, organized in conjunction with the United Nations System Staff College, took place in October 2014 with over 20 UNCTAD staff members representing all divisions and offices. The training session received the full support and attention of senior managers and was another important step towards increasing awareness and RBM capacity at various levels. Another training session is planned for 2015 that aims at further enabling staff to mainstream RBM into their work.

12. A programme officer position has been dedicated to RBM activities. It is expected to provide specialized attention and support to programme managers for the mainstreaming of RBM. The selection process is ongoing, and the programme officer is expected to take up functions within the Office of the Secretary-General before the third quarter of 2015.

13. Strong monitoring and evaluation functions are key components of an effective RBM approach. Through both ongoing monitoring and periodic evaluations, information about results achieved and the contribution being made by the programme to the expected results is obtained, which can contribute towards improving the design and delivery of programmes. Reporting on the levels of performance achieved also form part of the accountability process.

14. UNCTAD began implementing a set of measures to enhance the delivery of its monitoring and evaluation functions. The measures include conducting a systematic evaluation of each component of the UNCTAD programme of work, thus ensuring due oversight of the programmes, while enabling wider learning on how well the measures are working and what results they have yielded. For instance, since 2013, the annual evaluation plan of the secretariat has included an external evaluation of an UNCTAD subprogramme that is considered by the Working Party, which facilitates learning about the performance of the subprogramme in relation to its mandates.

15. There has also been an increased number of evaluations undertaken each year, with double the number of evaluations completed in 2014–2015 compared to five years ago. Improved dissemination of evaluation reports has been under way with continuous updating of the dedicated webpages on evaluation on the UNCTAD website as new reports become available. Use of the UNCTAD intranet in disseminating evaluation products will also be further explored to better promote internal learning. In addition, at the sessions of the Working Party on technical cooperation, member States are presented with a report that contains an overview of key findings, conclusions and recommendations from external evaluations that were conducted in the previous year. Finally, efforts are being made to strengthen self-assessment capacities. For example, a series of briefs prepared by the Evaluation and Monitoring Unit has been developed that serves three aims: to operationalize the UNCTAD Evaluation Policy; to promote a better understanding of evaluation and self-assessment approaches and methods; and to support self-assessments.

16. As reported in 2014, a review of the evaluation capacity and practices of every entity in the United Nations Secretariat by the Office of Internal Oversight Services concluded that UNCTAD had all the components and practices in place for the conduct of credible and reliable evaluation. It is expected that enhancements to the monitoring and evaluation functions will continue, as appropriate, and further contribute towards the secretariat's efforts to manage for better results.

17. Initial foundations have been put in place for a robust RBM approach that grounds the way the secretariat is conducting its work. It is a continuous work in progress, and the UNCTAD Secretary-General is directly overseeing the process to ensure results on this front.

B. Fostering closer engagement with UNCTAD stakeholders: Enhancing outreach and communications, including with Geneva-based missions

18. The UNCTAD Secretary-General has stated that strengthening the relevance and impact of UNCTAD's work will require the organization to have a much deeper engagement with its member States, first and foremost, and also with other key stakeholders such as civil society, parliamentarians, the private sector and academia. Actions taken in this regard have included the initiatives mapped out in the UNCTAD

communications strategy, regular briefings and consultations with member States in Geneva, and conducting closer dialogues with key stakeholders, as described in the following paragraphs.

19. In the workplan, the secretariat undertook to continue its enhancements of outreach and communications in accordance with the UNCTAD communications strategy that was approved by the Trade and Development Board in 2009. During the review of the implementation of the communications strategy at the seventieth session of the Working Party in March 2015, the secretariat reported that key areas of progress included increased use and reach of digital communications and social media, the delivery of tailored products for delegates, journalists and civil society, and improved internal coordination and planning of communications efforts. For instance, UNCTAD regularly tweets news, publications and information on events, which have increasingly been picked up and shared by other United Nations and international organizations, member States, civil society, media and academia. As a result, the UNCTAD Twitter account has registered a 115 per cent increase in followers since June 2014. Within the secretariat, staff from all divisions have been engaged through weekly meetings of the Communications Group in addressing and ensuring coordination of various communications issues and activities. One specific output of this group has been the well-received weekly newsletter *What's New?*, which delivers concise information on current UNCTAD events and developments.

20. As regards system-wide communications efforts, UNCTAD contributes to and supports relevant major United Nations information and communications initiatives. This includes, for instance, the 2014 and 2015 communications and advocacy strategy outlined by the United Nations Department of Public Information, which aims at creating and sustaining momentum and at uniting the United Nations system under the slogan "2015 – Time for Global Action". The strategy covers key events on the United Nations calendar such as the final push towards achieving the Millennium Development Goals, a new financing for development framework, the establishment of new sustainable development goals and a climate agreement.

21. With a view to further strengthening outreach to member States, the Delegates Portal was launched in December 2012. The Portal provides delegates with additional information that is not accessible to the public, as well as allowing access to an interactive calendar of meetings and events. In particular, the Portal is an important conduit of information to delegates on all documents and preparations leading up to the fourteenth session of the United Nations Conference of Trade and Development (UNCTAD XIV), as well as for other meetings with restricted documentation. Consultations with the President of the Board have been held monthly, and follow-up is ensured between sessions by the Intergovernmental Support Service in collaboration with the regional coordinators of member State groupings and the substantive divisions of UNCTAD. The topics covered by the consultations have been wide-ranging, including substantive briefings on forthcoming meetings and on publications-related matters.

22. Aimed at proactively engaging in informal, open and inclusive, multi-stakeholder dialogue with key constituents such as member States, international organizations, private sector and civil society, the Secretary-General launched the Geneva Dialogues. The Dialogues are intended to harness the collective expertise in Geneva to better appreciate mutual interests and to sharpen the policy dialogue. The Dialogues have also helped feed into the New York process of setting the post-2015 development agenda. Three sessions of the Geneva Dialogues have been held since 2013, and additional Dialogues are forthcoming. Importantly, the Secretary-General and the new Deputy Secretary-General have also continued the practice of fostering close engagement with Permanent Representatives and member States in Geneva, Switzerland, through regular breakfast and/or bilateral meetings, which have allowed open and informal exchanges of views.

23. Outside of Geneva, the UNCTAD New York Office has been strengthened and proactively promotes the work of UNCTAD by organizing briefings, side events and bilateral meetings with Member States and other stakeholders. The Office also reaches out to the United Nations community, media, academia, non-governmental organizations and civil society representatives by announcing publications of reports, hosting of events and generally disseminating written and oral information on UNCTAD's role, mandate and programmes. As an essential bridge between UNCTAD headquarters in Geneva and United Nations Headquarters, the Office ensures coordination with United Nations bodies, organs and specialized agencies with a view to reflecting the priorities of UNCTAD member States and exploiting synergies, especially during the discussions on the post-2015 development agenda, the third International Conference on Financing for Development and the sovereign debt restructuring processes.

24. Finally, the Secretary-General has also sought to enhance engagement with UNCTAD staff. Towards this end, a number of informal mechanisms were initiated to foster an open and personal exchange of views, for instance, through biannual town hall meetings, brown-bag lunches with different categories of staff or on a one-to-one basis. Staff members thus have the opportunity to engage in candid discussions on a more frequent basis not only with the Secretary-General, but also with other colleagues. Likewise, the new Deputy Secretary-General has been holding meetings with staff in small groups in order to interact personally with staff members.

25. Progress has been made on several fronts with regard to building stronger partnerships with our key stakeholders. The secretariat recognizes that better results could still be garnered, for instance, through more effective communication of policy messages from its publications to national and regional policymakers. Measures towards continuous improvement on this front will be further explored.

C. Enhanced internal and external coordination of activities and delivering better results at the national and regional levels

26. On internal coordination, UNCTAD's senior management team continue to meet regularly to oversee the activities of the organization. In addition, interdivisional task forces on UNCTAD's contribution to the post-2015 development agenda, the third International Conference on Financing for Development, the sessions of the Trade and Development Board, as well as on joint research, have continued to be a standard working modality for cross-cutting deliverables. To this end, the Trade and Development Commission, the Investment, Enterprise and Development Commission, the Public Symposium and a growing number of expert meetings are being organized and serviced by more than one division. There have been regular meetings of the Publications Committee, the Communications Group and the Project Review Committee, all of which have sought to ensure coordination and coherence of UNCTAD's products and messages. In addition, a new UNCTAD intranet website was launched in 2014 that contributes towards enhancing internal processes for the way the secretariat conducts its work, in addition to improving internal communications and coordination. Features include highlights on substantive activities, internal news and announcements, practical information to facilitate work processes, and a technical platform that enables document management and workflow automation.

27. Progress is also being made in the area of external coordination. The Secretary-General stated in 2013 that he would seek to strengthen UNCTAD's collaboration with sister agencies to make its messages better heard where it matters most, namely at the country level. To this end, UNCTAD has continued to foster effective collaborations with

United Nations system and other organizations in recent years to ensure policy coherence in the management of economic and social activities of the United Nations.

28. The secretariat has established and met targets for an increase in the number of joint activities that it delivers within a biennium. A total of 54 joint outputs were completed during the 2012–2013 biennium, covering all areas of the five UNCTAD subprogrammes. For the 2014–2015 biennium, the secretariat is on track to exceed that total, with 28 joint outputs already reported in December 2014. These joint outputs include, for example, (a) a collaboration with the Economic Commission for Latin America and the Caribbean, Organization for Economic Cooperation and Development, El Colegio de México, El Colegio de la Frontera Norte, Inter-American Development Bank and World Trade Institute, in servicing the Third Conference of the Latin American Network for Research in Services; (b) joint work with the Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development and World Bank on piloting and field-testing the Principles for Responsible Agricultural Investment; (c) continued collaboration with the Department of Economic and Social Affairs and United Nations regional commissions to publish the annual *World Economic Situation and Prospects* report, as well as collaborations with the Department of Economic and Social Affairs and other Secretariat entities on *The Millennium Development Goals Report 2014* and the *MDG Gap Task Force Report 2014*, entitled *The State of the Global Partnership for Development*; and (d) work of the UNCTAD Automated System for Customs Data programme initiated with the World Trade Organization (WTO) to develop data extraction tools for statistical purposes to enable WTO member countries to use the Automated System for Customs Data to comply with WTO requirements.

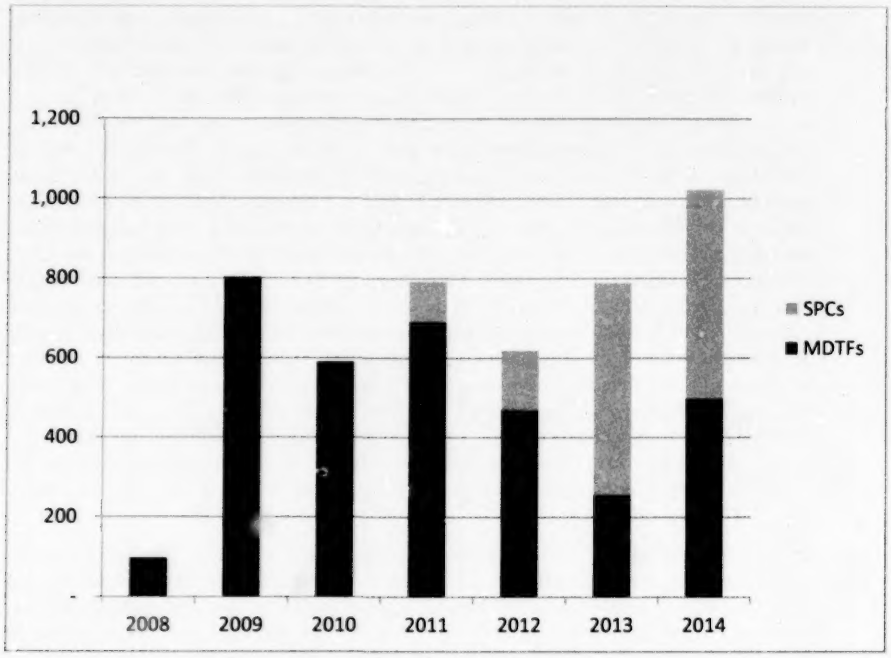
29. The number of collaborations between UNCTAD and other international organizations is expected to increase. For instance, nine memorandums of understanding have been signed to date during 2014–2015, which is double the number of memorandums of understanding signed during 2012–2013. One specific example is a memorandum of understanding signed in 2015 with the International Trade Centre and United Nations Economic Commission for Europe aimed at strengthening the partnership in providing technical assistance to developing countries to support the implementation of the WTO Agreement on Trade Facilitation.

30. Moreover, by leading the United Nations Inter-Agency Cluster on Trade and Productive Capacity, the UNCTAD secretariat made continued efforts to implement system-wide coherence at the country level and to contribute towards ensuring non-duplication, efficiency and greater development impact, in particular for technical assistance activities. Since its establishment in April 2007, the Inter-Agency Cluster on Trade and Productive Capacity has successfully pursued three main goals: (a) strengthening the role of trade and productive capacities in the integrated technical assistance delivered by the United Nations; (b) ensuring inter-agency coordination within "Delivering as one"; and (c) increasing the links between non-resident agencies and United Nations country offices.

31. In 2014, the Inter-Agency Cluster was delivering 36 programmes developed worldwide in Africa (11 programmes), Arab States (3), Asia (7), Latin America and the Caribbean (4), and Europe and Central Asia (11). In particular, UNCTAD is increasingly being recognized at the country level as a reliable partner, bringing added value to joint programmes on policy issues in which trade has a significant role to play. To this end, UNCTAD's access to both multi-donor trust funds and specific partner contributions has been increasing, from contributions of $97,000 in 2008 to just over $1 million in 2014 (see figure).

Increasing financial support for UNCTAD technical assistance through "Delivering as one" funding mechanisms

(In thousands of United States dollars)



Source: UNCTAD calculations, 2015.

Abbreviations: SPCs, specific partner contributions; MDTFs, multi-donor trust funds.

32. Furthermore, under the auspices of the Inter-Agency Cluster, UNCTAD launched initiatives on joint funding issues and inter-agency policy matters in 2014. For instance, UNCTAD initiated a process to review its collaborations with the Inter-Agency Cluster's core agencies focused on identifying high-level common policy orientations. The initiative led to the signing on 4 December 2014 of a memorandum of understanding with the International Labour Organization. The memorandum of understanding aims at supporting the development of joint policy orientations and related translation to inter-agency operations for more coherence and impact at the country level. The memorandum of understanding is expected to deepen the UNCTAD–International Labour Organization collaboration in the context of the post-2015 development agenda. Joint policy recommendations are expected to lead to increased legitimacy to meet the pressing needs of Governments on priority themes, such as trade and employment, which require comprehensive solutions.

33. Finally, in keeping with the Secretary-General's call to enhance the resonance of UNCTAD's work at the national and regional levels, the secretariat announced that an interregional adviser to be based in Addis Ababa would be appointed. The Adviser took up functions on 1 July 2015 and is now operating in the region. The Adviser will, among other responsibilities, provide high-level technical expertise and advisory services to African countries and regional organizations, take a leading role in translating research and analysis outputs into policy options and concrete advice, and respond promptly to requests from member States for advice on urgent policy-related problems and current development issues

of importance for developing countries. Having a physical presence on the ground and in the region will contribute towards ensuring that UNCTAD's work is readily accessible to its constituents in Africa, as well as allow more effective dissemination of the policy messages from its research publications. This is a pilot initiative that may be replicated in other regions, as appropriate, subject to the results attained and availability of resources.

34. The Secretary-General has placed emphasis on making UNCTAD a communicating organization and achieving impact at the national and regional policymaking levels. The secretariat continues to explore and test ways and means to get a better sense of the policy advice needs of UNCTAD constituencies and to translate its work into practical advice to be disseminated accordingly. Ensuring better linkages between UNCTAD research outputs, its technical assistance work, in particular through advisory services, and its consensus-building work will enhance synergies among the three pillars and contribute to getting better results.

D. Strengthening internal accountability, including transparent and effective human resources management

35. General Assembly resolution 64/259 defined accountability as "the obligation of the Secretariat and its staff members to be answerable for all decisions made and actions taken by them, and to be responsible for honouring their commitments, without qualification or exception". This includes "achieving objectives and high-quality results in a timely and cost-effective manner, in fully implementing and delivering on all mandates to the Secretariat approved by the United Nations intergovernmental bodies and other subsidiary organs established by them in compliance with all resolutions, regulations, rules and ethical standards; truthful, objective, accurate and timely reporting on performance results; responsible stewardship of funds and resources; all aspects of performance, including a clearly defined system of rewards and sanctions; and with due recognition to the important role of the oversight bodies and in full compliance with accepted recommendations".

36. Against this background, as a programme within the United Nations Secretariat, UNCTAD is subject to its accountability framework and mechanisms such as the senior manager's compact that the United Nations Secretary-General establishes with each executive head, the rules, policies and procedures governing human resources, finance and programme management, and also periodic reviews by oversight bodies such as the Office of Internal Oversight Services (OIOS), the Board of Auditors and the Joint Inspection Unit.

37. In addition, in light of the UNCTAD Secretary-General's wish to sustain the momentum for a culture of continuous improvement, compacts for the heads of all divisions have been launched on a pilot basis. The compacts contain specific management objectives for a given year, with measurable deliverables and clear timelines, and include targets in the areas of interdivisional and inter-agency cooperation, responsible management of financial resources, human resources management and special objectives related to timely submission of documents, internal communications and staff development. It is anticipated that the compacts will serve to promote a collaborative approach towards the initiatives introduced to strengthen the organization and allow clear accountability against reform objectives.

38. Governance instruments, internal systems and controls, as well as oversight mechanisms are thus in place. In fact, recent audits by OIOS have concluded that overall, the secretariat remains fully compliant with applicable rules and procedures in the areas covered by the audits, and only a handful of recommendations were issued in areas where weaknesses were identified. Notably, there are currently a total of 5 recommendations from

OIOS for implementation by the secretariat, compared to over 30 recommendations in 2010.

39. This outcome is perhaps a reflection of the active measures undertaken in recent years by the UNCTAD secretariat to improve the human resources management function and ensure better checks and balances, particularly in relation to selection processes. For instance, the secretariat has developed and conducted training for hiring managers. The training serves to strengthen the effectiveness of human resources management by ensuring that all applicable procedures are well known by managers and are followed accurately. Furthermore, the UNCTAD career web page was launched on 1 May 2013, following its redesign into a more functional and user-friendly tool to improve information sharing with member States, as requested during the fifty-ninth session of the Trade and Development Board held in September 2012 and reflected in the workplan. The role of the UNCTAD Focal Point for Women and Alternate was strengthened through better definition of functions and responsibilities. The Focal Point for Women and Alternate continue to exercise their functions, in particular by actively participating in an advisory capacity in selection processes.

40. Developments at the United Nations Secretariat level will also contribute towards more effective, transparent and strategic human resource management at UNCTAD. For example, since November 2014, UNCTAD processes the recruitment of consultants and individual contractors through Inspira, the platform used by the United Nations Secretariat to recruit its personnel. Inspira will allow hiring managers to access a pool of self-registered consultants, as well as clarify workflows, thus enhancing transparency and effectiveness in the management of this aspect of UNCTAD human resources. In the context of the enterprise resource planning project, called Umoja, to be implemented in Geneva in November 2015, processes and procedures will be further revised and improvements achieved.

41. To enhance transparency vis-à-vis member States on human resources management issues, UNCTAD has been presenting information on key human resources indicators, including UNCTAD's staffing situation, progress in improving geographical and gender balance, information on the representation of member States and statistics on the applications received for UNCTAD posts at the December sessions of the Working Party. The secretariat is monitoring the situation and will continue to provide member States with these indicators annually.

E. Establishment of a general trust fund and an effective fundraising strategy

42. In the workplan, the secretariat noted that the establishment of a general trust fund would be welcomed and undertook to draft a proposal on the possibility of establishing such a trust fund. The proposal was shared with member States in July 2013. The UNCTAD secretariat received approval from the United Nations Controller for the operationalization of a general trust fund, known as the "Trust fund for the support to the activities of UNCTAD", as of 1 September 2013.

43. The trust fund can receive both earmarked and non-earmarked contributions that may be managed as sub-accounts or projects, in accordance with agreements with donors. The advantage of the general trust fund is that, unlike a technical cooperation trust fund, contributions to the general trust fund can also support UNCTAD research and analysis, as well as the other two pillars of work, in line with the work programme. The flexible nature of the trust fund – while not detracting from a donor's prerogative to oversee contributions – is an advantage in facilitating better responsiveness to needs and emerging

issues. Two projects are currently being implemented under this trust fund: one on data collection on non-tariff measures for Trans-Pacific Partnership countries, and another that supports the work of the ad hoc committee on a multilateral legal framework for sovereign debt restructuring processes.

44. In the workplan, the secretariat noted that an effective fundraising strategy was fully in line with the Secretary-General's efforts to strengthen UNCTAD and undertook to develop a draft fundraising strategy for consideration. The draft UNCTAD fundraising strategy for technical cooperation activities (UNCTAD/OSG/MISC/2013/1) was circulated as a non-paper to member States on 22 March 2013. The document indicates principles and objectives for UNCTAD fundraising and aims at providing the basis for the development of a consistent, coherent and efficient fundraising strategy. The main objectives as spelled out in the document are as follows: ensure efficiency in the management and delivery of technical cooperation; strengthen support from traditional donors; broaden the donor base; raise awareness and improve outreach; and strengthen inter-agency cooperation for joint fundraising in the context of United Nations system-wide coherence.

45. At its sixtieth session, held in September 2013, the Trade and Development Board took note of the draft UNCTAD fundraising strategy for technical cooperation, recognized its importance and looked forward to its further consideration and improvement in a formal setting to ensure that fundraising efforts led to the necessary levels of resources to meet the increasing demand for technical cooperation. At the sixty-seventh session of the Working Party, member States further considered the draft UNCTAD fundraising strategy. The outcome of the discussions was that the regional coordinators would propose a set of common goals and principles for the draft fundraising strategy. At the sixty-ninth session of the Working Party in December 2014, member States agreed to continue their consultations with a view to finalizing the strategy at the earliest possible date. The secretariat stands ready to continue to engage with member States on ensuring the development of an effective fundraising strategy.

IV. Conclusion

46. Since 2012, several measures have been implemented or put in place to enhance the management and administration of UNCTAD. Those initial enhancements were amplified when the current UNCTAD Secretary-General came on board in 2013. In his first opening remarks to the Board in September 2013, he noted that while UNCTAD's role as an advocate for inclusive and sustainable development was undoubted, he recognized that there were certain changes the institution should undertake to become better fit for purpose. He remains fully committed to driving those changes in order to ensure that UNCTAD effectively delivers on its mandate. Recognizing that the strength of the institution is grounded in the strong support of its member States, the Secretary-General looks forward to the continuing support of member States in working together to enhance the effective delivery of the organization's mandate.